

COMMUNIQUE

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WINTER
2012

FOCUSING on our Military Professionals

an Interview with

MG Edward Leacock,
Chief of Human
Capital Military

Special
Section
pg. 18

1961-2011

**VIETNAM WAR
50TH ANNIVERSARY
COMMEMORATION**



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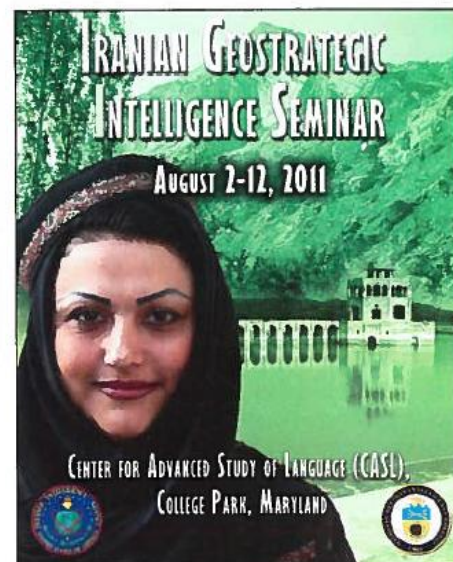


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Cover: DIA Day at Nationals Park Sept. 24 kicked off with a presentation by DIA's Color Guard. Photo by SSgt Schelli Jones, CP

LEVERAGING DIA's University-Based Programs to Help Shape the Workforce

By Charles T. Mitchell, HC

DIA's internship program led one student from an education in information analysis to a full-time job in intelligence.

A DIA victory quietly unfolded at the new Joint Use Intelligence Analysis Facility (JUIAF), near Charlottesville, Va., when a recent college graduate became a full-time DIA employee. The road to DIA took nearly two years of determination and patience for the now full-time analyst.

The Joint Military Intelligence Training Center (JMITC) held its biannual Five Eyes Analytic Training Conference at James Madison University (JMU) with U.S. and allied leaders in intelligence education and training in August 2009. The conference included the opportunity for students in intelligence programs with partner schools JMU and University of Mississippi to give presentations to the international group. Heather Sutherland was a rising junior in JMU's information analysis major at the time and presented a case study on North Korean analytical challenges with several of her classmates.

Following the presentation, JMITC's Asymmetric Warfare Branch (AW) suggested that the group of students be included in the competition for DIA intern slots, managed by the Office of Human Resources (HCH). When an opportunity for interns arose, AW placed Sutherland into the formal internship pipeline during the winter of 2009-2010. Enduring a number of process bumps that were not resolved until the end of summer 2010, Sutherland was eligible to participate as an academic semester intern for spring 2011.

The Academic Semester Internship affords students the opportunity to gain practical work experience in intelligence analysis while enrolled in



Asymmetric Warfare Branch team members at the Joint Military Intelligence Training Center Biannual Five Eyes Conference, from left to right Scott Miller, Greg Kosloske, Heather Sutherland and Charles Mitchell.

classes. Sutherland spent three days a week at JMU and two at the DIA Headquarters for nearly six months.

During her internship, she wrote case studies, conducted research, supported lessons learned and assisted with class preparations. She assisted an asymmetric warfare intelligence analysis course mobile training team at U.S. Central Command (CENTCOM) and met with members of the analytic shops and intern program. At JMITC, Sutherland supported Dr. Mark Kauppi's counterterrorism team's course at the National Counterterrorism Center (NCTC) by role-playing a departmental executive taking NCTC student briefings. In an effort to understand the larger intelligence community, she also attended meetings with other agencies.

Sutherland was able to bookend her 2009 JMITC-JMU Five Eyes experience with a return to the conference

in April 2011 as a DIA member and key speaker on the impact of media and social media. The incoming president of the International Association for Intelligence Education (IAFIE) asked Sutherland and her colleagues to present their briefing at the June 2011 IAFIE conference at Johns Hopkins University's School of Advanced International Studies. As an added tribute, JMITC Director CAPT Brian Nicholson submitted Sutherland for a DIA Special Act Award.

She now works in the Counterproliferation Support Office (CPT-2). When asked why she chose to continue working with DIA, Sutherland replied, "In addition to a certain sense of loyalty to DIA for the support everyone has shown me over the last couple of years, I feel I need to earn my place in the community by starting in a government position — doing something that I feel, at this time, I want to do and can contribute. I need to learn the business first, and I think that's best done initially as a government analyst."

Doug Holt, DIA's chief learning officer, reflects on the impact of internships on the DIA workforce: "I had the great pleasure to get to know Heather during her internship while I was deputy at JMITC. She has resoundingly paid back manyfold our investment in time and resources to get her here. We are confident that experiences like hers will continue to positively shape the DIA workforce for 'One Mission. One Team. One Agency.'"

For more information on JMITC and AW, visit <http://hc.dia.ic.gov/training/jmitc/>. Additional information on DIA intern programs can be found at <http://hc.dia.ic.gov/civilian/special/>.

Photo courtesy of Charles Mitchell, HC

From COLLABORATION to INTEGRATION: HC and NIU Partner to Deliver Interagency Geostrategic Intelligence Seminar

By Dr. Pat Pefley, HC



This interagency seminar examined the relationship between intelligence and policy concerning Iran.

Dr. Mir Sadat, National Intelligence University (NIU) professor, and Tom Haines, DIA senior language authority and chief of the Directorate for Human Capital's Language, Regional Expertise and Culture (LREC) Division, recently collaborated to educate 19 mid-career Iran intelligence analysts and collectors on Iranian geostrategic intelligence issues in both an academic and interagency environment. The LREC-NIU collaborative learning environment integrated critical thinking, scholarship and intelligence priorities.

This first DIA-NIU sponsored seminar, the "Iranian Geostrategic Intelligence Seminar," was held in August at the Center for Advanced Study of Language (CASL). Students represented departments of the Navy, Army and

Air Force; the FBI; and DIA. Four keynote speakers including Deputy Director David Shedd offered firsthand experience, their agency's stances on Iranian priorities and challenges, and appreciation for examining the relationship between intelligence and policy and this seminar's interagency setting. Others who presented and interacted with students during the two-week period include Christopher Markwood, deputy national intelligence manager for Iran in the Office of the Director of National Intelligence (ODNI); Timothy Enright, deputy director of the Office of Iranian Affairs at the Department of State; and Ramin Asgard, director of the Persian News Network for Voice of America.

The seminar served as an academic forum designed as a collaborative joint learning experience by providing students a free-flowing classroom setting to discuss key strategic intelligence issues with intelligence practitioners, policymakers and academics with firsthand experience. Twenty-one varying perspectives offered students rich viewpoints, ranging from the CIA, ODNI, the Department of State and DIA. Fourteen presenters were notable academics and experts on Iran, 11 of them of Iranian heritage.

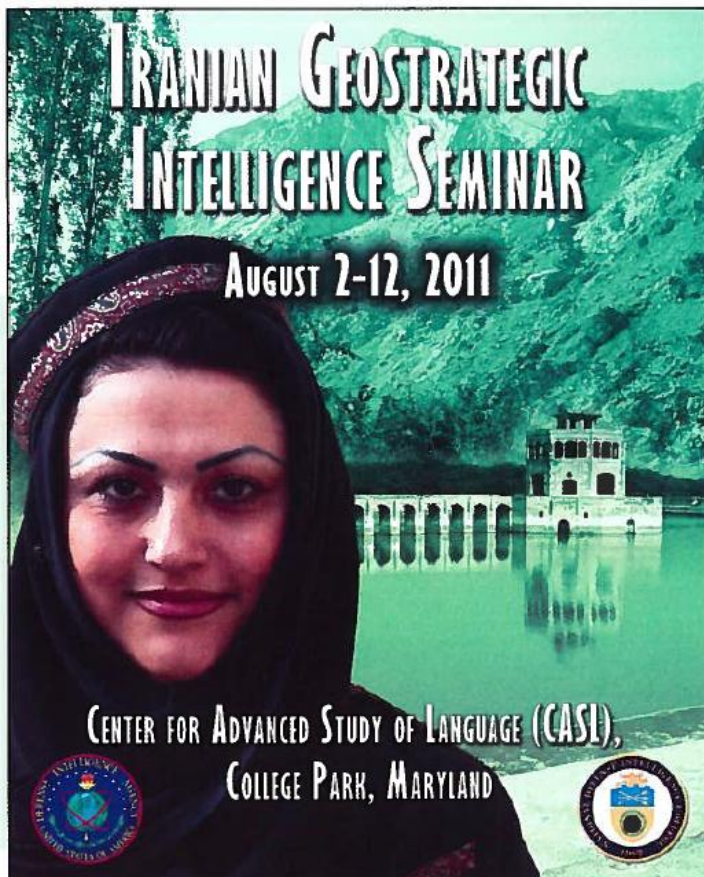
The seminar curriculum concentrated on intelligence priorities identified explicitly in the Unified Intelligence Strategy for Iran by focusing on the Iranian regime, the Iranian people, Iran's regional role and the challenges for the U.S. intelligence community (IC) to understand the intelligence issues below.

WEEK 1: Iran's Regime and Societal Dynamics

1. History, culture and demography
2. Regime structure, functions and processes
3. National security apparatus' capability, threat and nuclear program
4. Economy and economic power brokers
5. Protest movement and Iranian regime response

WEEK 2: Iran's Regime and Societal Dynamics

6. Foreign policy objectives and calculus
7. Interests in the Middle East and the Persian Gulf
8. Iran's role in Shia politics and influence in Iraq, Afghanistan and Lebanon
9. Relations with China and Russia
10. U.S. policy options toward Iran



The Iran intelligence analysts and collectors competed for admission to get into the graduate-level NIU seminar and earn three units of graduate-level course credits. Seminar students were also required to write a 5,000-word research paper that presents two sides of an argument based on the topics above for the IC concerning Iran.

Outcomes

The seminar integrated tactical and strategic learning models by designing a collaborative learning environment. The LREC division assessed the students' language, regional and cultural skills acquisition through a set of pre- and post-seminar assessment tools, such as the Regional Proficiency Assessment Tool which is used to identify regional proficiency and awareness of the historical, political, cultural, sociological, economic and geographic factors of a certain country or broader region.

The assessment tool demonstrated that the participants improved their understanding of the geostrategic intelligence issues concerning Iran and increased their skills and knowledge of the country. One participant said, "The course was simply superb as it pertains to socio-cultural and economic influence on Iran's paradigm; I would recommend it most highly." Another said, "This has been probably the best education event that I've attended."

NIU and LREC are exploring additional geostrategic intelligence seminars to include Mexico, China and Turkey. ➔



Photo courtesy of HC

From left, Strategic Integration Manager Pat Pefley, LREC Project Manager Nina Bilvais, DIA Senior Language Authority Thomas Haines, LREC Project Manager Eduardo Bonilla and LREC Program Manager Melanie Porterfield stand by the conference poster in DIA Headquarters.

DoDIIS PKI Certification REQUIRED

By the Directorate for Information Management and Chief Information Officer, DS

DoDIIS PKI certificates allow users to send secure signed and encrypted emails and access IC PKI applications and websites.

Quint Initiative

The directors of the CIA, National Geospatial-Intelligence Agency, National Reconnaissance Organization, National Security Agency and DIA signed a statement of strategic intent to eliminate traditional information-sharing barriers by integrating and unifying systems infrastructures. This "Quint Initiative" enhances net-centric information sharing and integration environments, identifying cross-agency initiatives that improve intelligence support.

Public Key Infrastructure (PKI) is the Quint Initiative's fundamental component to ensure sensitive information is made available to intelligence professionals while maintaining information security and data integrity. All intelligence community users are required to obtain PKI certificates to ensure safe and secure collaboration.

PKI Importance

To meet the initiative requirements, DIA is tasked to reach 100 percent DoDIIS PKI certificate issuance by Dec. 31. Using PKI enforces digital certificate standards across federal agencies and in communication

with the outside world. This helps provide customers with the knowledge and peace of mind that their system access and documents are being vetted through a process of trusted authentication.

PKI Benefits

Users benefit from PKI with a single sign-on across various technology applications, reducing the number of passwords to memorize. It also protects computers from unauthorized access through digital signatures and encrypted emails. Simultaneously, the enterprise increases safety and security by reducing the number of weak passwords.

PKI Self-Enrollment

With the new and improved enrollment process, it's easy to obtain PKI certification on JWICS by completing four steps.

Step 1: Check eligibility for PKI certificates.

- Verify that you are eligible to enroll for DoDIIS PKI certificates on the Certificate Management System page at <https://pki.dodis.ic.gov>.
- Select the User Self Service link from the menu on the left of the screen.
- Select the Enrollment Eligibility link.
- Enter your last name followed by your first name, or your user ID, and click the search button.
- Select "check" to the right of your name. A page will appear informing you if you are eligible for DoDIIS PKI certificates.

Step 2: Visit a trusted agent.

- Visit your trusted agent, who will verify your identity and retrieve your enrollment pin.
- To locate a trusted agent, click "Trusted Agent Directory" on the DoDIIS PKI homepage.
- Enter your location in the field at the top of the page and click on the search button. A list of trusted agents at the specified location will appear.

Step 3: Access your JWICS email.

- You will receive an email with a link to initiate the enrollment process after your visit to a trusted agent. Follow the instructions to complete enrollment.

Step 4: Download and execute the Intelligence Community Credential Wizard (ICCW).

- You will receive a second email with your certificates and installation instructions. Click on the first link in the "Enrollment

Complete" email to access the ICCW download page and run the ICCW utility. This will install your new certificates into Internet Explorer and configure your Outlook to digitally sign and encrypt emails.

Testing your DoDIIS PKI certificate

- To test your certificate, access the DoDIIS PKI homepage at <https://pki.dodis.ic.gov>.
- Select the "Test Your Certificate" link from the menu. You may be prompted to enter your PKI password. Please note that your PKI certificates must be located within the internet browser you are using.
- If you receive the "congratulations" screen, your certificates are correctly loaded and working properly. If you do not receive the congratulations screen, please check to ensure that your certificates have been loaded into the browser properly. If you are not eligible to register for PKI certificates, or if you encounter problems enrolling, contact the Enterprise Service Desk at 202-231-8000 or DSN 428-8000.
- After completing these steps, you are now able to use your PKI certificate to send digitally signed or encrypted emails and access PKI-enabled applications and community-of-interest websites. Many applications already require PKI for user access, including Message Search and Retrieval Service, CIAWire, eTask and A-Space. In the future, all applications will require PKI authentication as mandated by the IC chief information officer.

For more information, visit the DoDIIS PKI homepage at <https://pki.dodis.ic.gov>. The website provides PKI support allowing you to renew user and server certificates, find trusted agents, search certificate records and perform other PKI-related activities.

Share relevant information technology news and information updates with the Directorate for Information Management and Chief Information Officer (DS) by sending an email to DS Marketing and Communications on JWICS. ➔

Force Protection Detachment PHILIPPINES

By William Micik, DX

Force Protection Detachment (FPD) Philippines is no stranger to the spotlight. In the early hours of May 2, 2011, FPD Philippines was the first U.S. force protection squad to support the liberty port call of the USS Carl Vinson Strike Force after the aircraft carrier's at-sea burial of the world's most wanted terrorist, Osama bin Laden.

While the ship was in port, FPD Philippines provided direct full-service support to the movements and activities of the USS Carl Vinson's senior officers and to high-profile guest Philippine President Benigno Aquino III who witnessed a Philippine-American pilot's launch and recovery operations. Aquino reaffirmed the historic, defense and cultural ties between the U.S. and the Philippines, one of our oldest and closest Asian allies.



Country Highlights:

The Philippines has three main islands: Luzon in the north; Visayas, a cluster of smaller islands in the middle; and Mindanao, the largest of the chain's islands, located in the south. The country has 79 provinces grouped into 16 regions. Indo-Malays and Chinese merchants inhabited the islands before Western Europeans

discovered them in 1521. The island chain, discovered by Spanish travelers led by Portuguese explorer Ferdinand Magellan, named the archipelago "Felipinas," after Spain's King Philip II.

Soon after, Spain's conquistadors introduced Christianity to the Philippines. Eager to expand its worldwide influence, Spain saw these new islands as an ideal hub for commerce, with Manila and Cebu designated as strategic trading ports. The Philippines' first seat of government was established in Cebu but was moved to Manila in 1571. Spanish colonization of the region spanned from the 16th to the 19th centuries — 333 years — and was marked by a continuous series of uprisings.

The Americans obtained prominence in the region after the Spaniards left and introduced their educational, legal and democratic government systems to the Philippine population. The U.S. secured colonial authority over the island chain through the 1898 Treaty of Paris, ending the 10-week Spanish-American War. The early portions of American colonial administration were also marked by local uprisings, culminating in the Philippine-American War at the end of the 1890s. American colonial rule of the Philippines lasted for more than



40 years, but was interrupted when the U.S. entered the Second World War at the end of 1941. Soon after the Japanese attack on the Pacific Fleet at Pearl Harbor, Hawaii, the Philippines was annexed by the empire of Japan and remained under Japanese control for four years. Allied forces returned to liberate the island nation from its occupiers in 1945, and on July 4, 1946, the U.S. finally recognized Philippine independence.

Philippine locations, such as Boracay, Palawan, Cebu, Davao and Banaue, routinely draw throngs of tourists eager to experience the Philippine culture and people. Boracay is a paradise for avowed sun-worshippers from all over the world. In fact, many local and foreign tourists make Boracay their yearly getaway destination. Palawan is known as the country's last frontier, as its residents have worked very hard to preserve its fascinating natural habitat. Cebu is a traveler's dream of a prototypical tropical island come true, with its balmy weather, pristine beaches and luxurious, state-of-the-art resorts. Davao's topography dazzles with a variety of picturesque landscapes. There, fruit plantations and orchid farms mantle volcano-fed hills and valleys. Coral islands lie on mirror-flat water, and the country's highest peak, Mt. Apo, magnificently lords over the hinterland.

Because of its high altitude, Banaue is often described as the place "where land merges with the clouds to meet the heavens," with Banaue's rice terraces rising up as "the stairway to the sky." A leading tourism destination in Asia, the Banaue rice terraces start from the base of the Cordilleras — or, "mountains" — and reach up to several thousand feet high. Its length, if stretched from end to end, could encircle half of the globe. The average temperature is 78 degrees Fahrenheit and humidity is roughly 77 percent. It is hot and dry from March to May, while the span of time between June and October is rainy. November to February is much cooler.

Detachment Highlights:

Established in 2002 and based at the U.S. Embassy in Manila, FPD Philippines maintains, preserves and grows the alliance between the U.S. and the Philippines. The Naval Criminal Investigative Service (NCIS) is the executive agent for the detachment and NCIS Special Agent John Green heads a team consisting of the Air Force Office of Special Investigations (AFOSI) Special Agent Paula McKenzie, Army Special Agent Joe McGee and Office Manager Len Grigsby.

The FPD Philippines team thinks of themselves as lucky to live and work in a land considered exotic by many Americans. The Philippine chain consists of 7,107 islands and is renowned for its natural wonders and colorful, warm and engaging people. The influence of more than 100 ethnic groups and a vibrant mixture of local and foreign cultures have created artistic traditions that enhance the diversity and splendor of the Philippines, making each visit there a widely varied experience.

Because the Philippines are so geographically and culturally eclectic, the FPD Philippines team is always on the move with no one day like any other, whether supporting community activities or volunteering to worthwhile causes, such as the Memorial Day planting of 17,206 U.S./Philippine flags at the American cemetery in Manila.

FPD Philippines offers a diverse agency. Special Agent Green has been with the NCIS for 11 years; and Special Agent McKenzie has been an AFOSI agent for six years — was previously a 10-year veteran of the state of Arizona's Adult Probation Department. Special Agent McGee brings 25 years of law enforcement experience from Military Police,

Military Police Investigations and Criminal Investigative Division (CID). Grigsby formerly served in Finland with the American Embassy, Helsinki, and has received the State Department's coveted Franklin Award an impressive three times. The Franklin Award recognizes individuals or groups who exemplify outstanding international leadership and contributions to U.S. diplomatic efforts.



The FPD Philippines staff. From left, Special Agent Paula McKenzie, AFOSI; Special Agent John Green, NCIS; Office Manager Len Grigsby; and Army Special Agent Joe McGee.

The Manila-based FPD supported 71 port calls during calendar year 2010 and will equal or exceed that by year's end. The unit supported 635 aircraft in 2010 and 347 thus far in 2011. Transiting Department of Defense (DOD) personnel numbered 25,500 in 2010 and 15,000 so far in 2011. Program-wide, these small, multi-service FPD offices provided direct support to 221,058 in-transit personnel, 2741 aircraft, 440 U.S. Navy and U.S. Coast Guard vessels, as well as 444 DOD exercises, in 2010. Also in fiscal year 2010, in response to increasing combatant commands force protection requirements, the State Department approved the establishment of five additional FPD offices, representing a program growth rate of 17 percent. ☛

A Look at the FOUNDER of Modern Turkey

By CDR Youssef H. Aboul-Enein, DI

Reviewing a recently published book, this article looks at the life of Mustafa Atatürk and the relevance he still has in today's world.

As founder of modern Turkey, Mustafa Kemal Atatürk remains an ongoing subject of fascination and study as a political leader. Atatürk packs many controversies, convictions and ideologies in his quest to preserve the remnants of the Ottoman Empire and transform it into the Republic of Turkey. In "Atatürk: An Intellectual Biography," M. Sukru Hanioglu, the Garrett Professor in Foreign Affairs in the Department of Near Eastern Studies at Princeton University, wrote a deep and intellectual exposé of Atatürk, a name meaning Father of the Turks. It is a synthesis of many ideas from Eastern and Western sources that culminate into his worldview.

The book begins with Atatürk's youth in Salonica — present-day Greece — where he was born in 1881. The first chapters discuss his parents' disagreements over what type of education he should receive. His father, Ali Riza, as a minor bureaucrat understood the value of modern education that encouraged critical thinking instead of rote memorization. Riza preferred a secular education while his mother favored a religious one. After his father's death, Atatürk defied his mother by enrolling into a preparatory school that launched his career into the military.

While attending the Royal Military Academy, Atatürk was exposed to a world of ideas and the French defeat by Prussia in 1870, which led a renewed interest among Turkish Ottoman military thinkers in German military instruction. Colmar von der Goltz was among the German officers who influenced a new generation of Ottoman officers laying the seeds for the Young Turks. He wrote the book "Das Volk in Waffen" (The Nation in Arms) in 1860, which argued that since war was inevitable and required the mobilization of the nation, then a military elite must go beyond its traditional role and guide the ship of state. The young Atatürk was also a keen observer of the 1905 Japanese victory over the Russians. What distinguishes him from the other youth who ran the country was that, while the Young Turks sought to modernize Ottomanism, Atatürk saw the future in preserving Turanism — the cultivation of a Turkish identity.

As a teenager, Atatürk witnessed Bulgarian and Greek guerilla warfare in Macedonia and, as an officer in 1912, saw his own home of Macedonia annexed by Greece in the First Balkan War. He would cultivate not only an appreciation for guerilla tactics, but understood the value of the historic narrative in asserting rights to a territory. "Atatürk: An Intellectual Biography" unpacks the different ideas that Atatürk absorbed from French, German and Russian social and political thinkers — some of it pseudo-science, like Social Darwinism — shaping his ideas



about the role of soldiers and society's military leaders. Hanioglu also discusses how the German philosophy of the time "vulgar materialism," an amalgam of materialism, scientism

and Darwinism that upheld the role of science in society, influenced Atatürk's intellectual development.

Atatürk was among the few successful military commanders amidst the decaying Ottoman Empire, and he would transform these battlefield successes into seizing control of a good portion of Anatolia, the land that it is not modern Turkey. From 1922, the end of the Turkish War of Independence, until Atatürk's death in 1938, he created a new republic. His creation of this new republic would be influenced by a state where religion holds no place in the public forum, a view inspired by some German philosophers and the French Revolution.

Hanioglu's book matters today as some Egyptian army officers ponder the future of the country and see their understanding of Atatürk as a model. This is an insightful volume and highly recommended for those with an interest in the Middle East.

Editor's note: CDR Aboul-Enein is author of "Militant Islamist Ideology: Understanding the Global Threat," published by Naval Institute Press. He is a subject matter expert on militant Islamist ideology in the Joint Intelligence Task Force for Combating Terrorism, as well as adjunct military professor at the Industrial College of the Armed Forces.



CAMPUS BEAT

Pride through PERFORMANCE: NIU Introduces European Center

By Dr. Stephen R. Di Rienzo, MC

Introducing NIU's European Academic Center (EAC), its faculty and the center's "no overhead" operating philosophy that provides a quality education to the Europe-based intelligence community, specifically the JAC.

The National Intelligence University's (NIU's) European Academic Center (EAC), physically located at RAF Molesworth in the United Kingdom, has taken a "no overhead" approach for its start-up phase. Setting out to prove that an academically rigorous, intelligence-focused and mission-driven program can be built from the solid foundation of the NIU's main campus, at DIA Headquarters in Washington, D.C., EAC's task to do "more with less" proves significant. Because the center's tangible attributes must be sourced locally, it is all the more important to have organic support from the start.

With management and administration requirements met by NIU in D.C., the EAC is locally

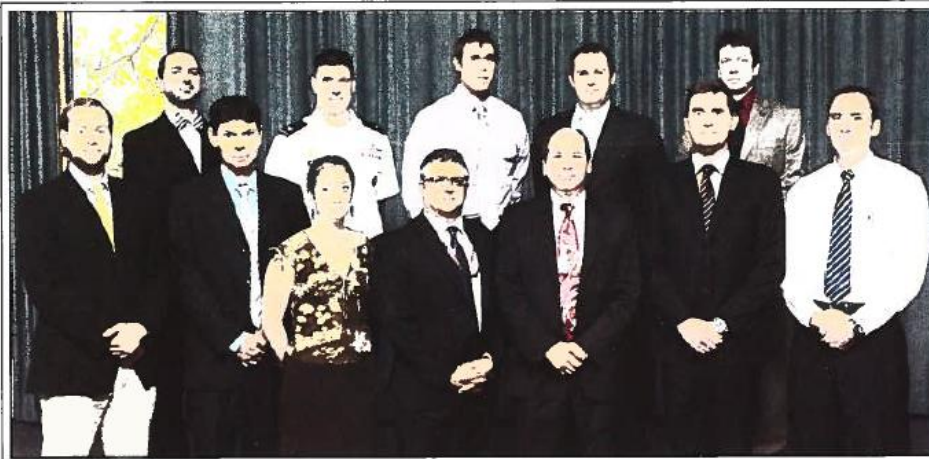
cared for by COL Matthew Glunz, commander of Joint Intelligence Operations Center Europe (JIOCEUR) Joint Analysis Center (JAC). While the EAC is a Europe-based asset to all intelligence community (IC) members and military services, the long, successful legacy of the JAC provides fertile ground for the NIU to offer, among other services, strategic intelligence education to all our members serving outside of the National Capital Region. The center's legacy of providing quality products and quality people means the EAC's success is symbiotically tied to the continued support of JAC's mission from the national agencies and leaders.

The one uncompromising feature of an endeavor such as the EAC is that it will always rely on people to perform at their very best to provide the quality program NIU has offered to

the IC for almost 50 years. No magic trick, no sleight of hand maneuver or infusion of more money or technology can change the true foundation and "soul" of higher education: quality facilitators to motivate people to think on a different level.

The EAC is fortunate to receive not only such fantastic support from the entire RAF Molesworth campus, but is also privileged to gain an adjunct faculty that, on top of an already hectic operational pace, have agreed to take on the additional work of instructing the next generation of IC leaders.

The newest members of the NIU faculty family are Julie Anderson, Richard Baffa, David Blose, Robert Boyle, Kathryn Fisher, George Fisher, Virginia Ezell, Ralph Groves, David Liebler, Trent Maul, Joel Nadel, Jimmie Newton, Jlyndon Olsen, David Peck, Michael Saenko, Kirk Sanders, Robert Stiegel and Nicholas Van Zandt. ♡



Students at NIU's first course for the Five Eyes partners studied, discussed and analyzed terrorism and the challenges and opportunities facing the the international community today.

APPROPRIATE vs. PRACTICAL: Navigating the Language of Inherently Governmental Functions

By Dr. David E. Frick, AE

This article offers discerning guidance for DIA work environments where federal employees work alongside contractors.

President Barak Obama tasked the Office of Management and Budget (OMB) to create a clear definition for the phrase "inherently governmental functions" in March 2009 to address government employees working alongside contractors.

The Federal Activities Inventory Reform Act of 1998 defines the phrase as a function that is so intimately related to the public interest as to require performance by federal government employees. Specific guidelines are included in the Federal Acquisition Regulation and the Defense Federal Acquisition Regulation Supplement. However, government practitioners still struggle with some work assignments for contracted personnel.

Contractors may prepare advice, offer opinions, make recommendations and present ideas. They are personally responsible for clear identification as

a contractor in work products, work support systems, signature blocks, on security and identification badges, in telephone conversations, in meetings, in exchanges with the public and on office nameplates.

When practical, contractor workspace should be physically separate from government personnel. This does not mean that contractors should be banished to the dungeons. Rather, government employees must remain cognizant of information that may provide contractors with a competitive advantage for future work. Two government employees, for example, might have a casual conversation about future requirements and could inadvertently disclose sensitive source selection information if they are unaware a contractor is nearby.

Mission support planners should challenge the assumption that work performed by a contractor must be performed in DIA facilities. In general, if the work can be performed in a contractor facility, it probably should be. Every acquisition stands on its own merit and includes a business case to perform the work on site or off site. Though there are obvious exceptions to this general view, if the contractor support is provided off site then the threat of government inadvertent disclosure of source selection or proprietary information is significantly reduced.

A more delicate matter is the subject of inappropriate influence where a contractor is placed in a position to inject undue influence upon or have substantial insight into the government decision-making process. In this

case, the government runs the risk of transferring a government role to the private sector. Granted, the line between relying upon and relying too heavily upon contractors is difficult to discern. Nonetheless, we have a collective obligation to do our best to find and obey the boundary.

Without the valuable expertise the private sector provides, DIA would not as effectively be able to support warfighters, defense planners and policymakers. Nonetheless, contracted employees may work alongside government employees, but must not be treated the same and cannot be expected to perform the role of government employees. The roles are complementary, not identical. Working with contract support is consistent with DIA's 2012-2017 Strategy's overarching theme — One Mission. One Team. One Agency.

Congress, OMB and the Department of Defense continue to further define inherently governmental functions, through law and policy guidance, to help agencies identify functions that cannot be performed by contractors. Your contracting officer and General Counsel (Contracts) are available to assist you in interpreting the most recent authorities and making the determination as to whether a given function is inherently governmental.



"Without the valuable expertise the private sector provides, DIA would not as effectively be able to support warfighters, defense planners and policymakers."

Interview with

MG Edward LEACOCK, Chief of Human Capital Military

By the Communiqué Staff, CP

The Communiqué staff sat down with MG Edward Leacock, chief of Human Capital Military (HCM) and the director's mobilization assistant, to talk about HCM, active duty service members and reservists, and military issues at DIA.

Leacock became chief of HCM in October. He previously served as the J2 deputy director for U.S. Africa Command. Leacock was commissioned active duty Army in 1978 and now serves in the Maryland Army National Guard.



CP's Margan Kerwin interviews MG Edward Leacock, chief of HCM.

COMMUNIQUE: What is Human Capital Military?

MG LEACOCK: Human Capital Military (HCM) is a new organization established by the director, pursuant to recommendations from the staff. Previously, we had HCH-3, which dealt with active duty service members, and the Reserve Management Office (RMO). They were two separate functions and sometimes didn't talk to each other. The hope of HCM is to integrate those two offices to provide better quality support to our military members of all services, active and reserves.

COMMUNIQUE: Was there anything that sparked this integration?

MG LEACOCK: There were a number of different things. The director ordered various military surveys that looked at things like how service members felt about their position, duties and service support. Based upon those results, there appeared to be a better way to provide additional support to service members. Former

"The hope of HCM is to integrate those two offices to provide better quality support to our military members of all services, active and reserves."

DIA Senior Enlisted Advisor CSM Mark Warner worked with various directorates to make recommendations for what we see now as HCM, and the office opened Oct. 1.

COMMUNIQUE: What kind of benefits will service members see with this integration?

MG LEACOCK: The change will be transparent, but the service members should see an improvement in the quality of our support. Part of this new construct is to have an opportunity for the service members' concerns to be addressed at a senior level. Deputy directors participate in the Agency Military Management Board (AMMB) and the Military

Management Board (MMB) to discuss duty assignments, efficiency reports, awards and career opportunities for service members assigned to DIA.

The director hosted his first AMMB Sept. 27 where the group decided to look at a number of different things. We'll primarily review the structure within the agency, how we deal with assignments and how we deal with opportunities within DIA. At the same time, we will strive to improve the processes for efficiency reports and awards. We are looking at how we can address the issues of career assignments while service members are here at DIA, so they don't come here for three years and just stay in one slot.



Photo by Brian D. Nickey, CP

Human Capital Military employees stand together in the DIA Headquarters Conference Center.

COMMUNIQUE: *How is this integration going to benefit reservists?*

MG LEACOCK: This transition will provide reservists with a focal point for additional support. In the previous framework we had RMO, but now we're trying to ensure that reservists have a more comprehensive program in place to address all their concerns. Previous issues with late evaluation reports and awards didn't have visibility within the directorates or with the director to ensure they were done on time. By having this new construct with HCM, there is a structure to address these concerns and either put more emphasis on a problem, or establish a process to improve things.

COMMUNIQUE: *This transition is supposed to be seamless for your customers. How has it affected the HCM staff?*

MG LEACOCK: Any time you establish a new organization, there are some concerns and issues in dealing with the integration of two different offices. The key to this transition is that they are all military in the first place, so they're familiar with the organizational structure and ways of doing business. We have worked closely with the senior staff to outline

roles, responsibilities and duties of each of the individuals from the first day. There will be some issues along the way, or processes that need to be fine tuned, but that is what any organization does continually — try to improve and move forward. Also part of this is our effort to get the word out to our military members and the DIA in total. You'll see the flat-panel advertisements along with notices in the Communiqué and InterComm. We also hope to bring a senior enlisted person to each of the directorates as a

"There will be some issues along the way, or processes that need to be fine tuned, but that is what any organization does continually — try to improve and move forward."

focal point for any concerns that the service members may have.

COMMUNIQUE: *With the creation of HCM, you've become an office chief as well as the director's mobilization assistant. What does the position of mobilization assistant entail?*

MG LEACOCK: I am the director's representative to oversee the management of more than 1,200 reservists from all the services. Prior to the attacks on Sept. 11, reservists typically came to drill weekends and annual training. After the 9/11 attacks, of course the world changed for us, and there was a stronger desire to bring reservists on in support of intelligence operations. It was not only here at DIA, but around the world, working anywhere from 90 days to a year on orders. That takes a lot of work to bring people on and make sure they're taken care of, while they're here or deployed overseas. The office can be expanded to provide that necessary support. I've talked to many of the deputy directors, and they tell me how great their reserve support is and have basically said, "We can't live without reservists" because they provide that quality of support for their various operations.

COMMUNIQUÉ: *What kind of impact do 1,200 reservists have on the agency?*

MG LEACOCK: Our 1,200 reservists are primarily focused on intelligence production. They will be provided opportunities to work on various intelligence production requirements, either at the national level or the combatant command level, while on their drill weekends, annual trainings or on longer term orders. We'll provide issues for them to work on from order of battle to infrastructure. DIA itself has limited resources, but the reservists provide the value added, and are even becoming the subject matter experts for the agency in providing this support. That's where the deputy directors say they can't live without them.

COMMUNIQUÉ: *With the creation of HCM, how do you see your position changing?*

MG LEACOCK: From my standpoint, with the mobilization assistant position in place, I now have the opportunity to be the office chief for HCM, which is an expansion of roles here at DIA. I think it is a great opportunity not only for myself, but it also provides a focal point and someone to champion concerns for our soldiers, sailors, airmen and Marines. Having been active duty myself for 10 years, and then being in a reserve component for almost 30 years, I've got experience across the board. I can walk the walk and talk the talk because I've been there and done that.

COMMUNIQUÉ: *As a member of the Army National Guard, can you explain the current role of the Guard at DIA and where you see that going in the next few years?*

MG LEACOCK: The interesting thing about intelligence in the National Guard is that it has been growing for a number of years because U.S. Army requirements, particularly at the tactical and operational levels, are expanding opportunities. We're looking at a number of different initiatives for National Guard soldiers,

both Air and Army, to provide support satisfying intelligence requirements, while at the same time supporting their unit headquarters in their various states.

COMMUNIQUÉ: *Is there anything else you'd like to add?*

MG LEACOCK: All the civilians and military here at DIA are one team,

one organization, and we're here to support the agency and its mission. We're here to support the national intelligence requirements that are laid out by our policymakers, and HCM is here to provide the opportunity to be part of the team. ➤

Photo by Brian D. Nickey, CP



Left - Human Capital Military employees attend their first meeting in the DIA Headquarters Conference Center.

Below - DIA's Color Guard perform opening ceremonies in celebration of the agency's 50th anniversary during DIA Day at Nationals Park in September.

Photo by Sgt Schell Jones, CS



DIA Strategy on the 'FAST TRACK'

By Dr. Daneta Billau, CE

This article ties initiatives to goals for achievable results.

On Oct. 1, 2011, DIA entered into the execution phase of implementing the 2012-2017 DIA Strategy. To demonstrate the agency's commitment, "fast track" initiatives relate to each strategic goal and support the strategy with immediate visible results. The strategy needs to get moving quickly, despite the fact that budgets are already set for 2012 and 2013. We cannot wait until the 2014 budget cycle arrives to begin implementation through programming. Some of the fast track initiatives include:

Goal 1: Prevent Strategic Surprise and Support Contingency Operations

Objective 1.1: Provide Strategic Warning

The Directorate for Intelligence (J2) will lead the Defense Warning Working Group (DWWG) to execute Objective 1.1, which directs DIA to develop and implement an integrated defense intelligence warning capability to prevent strategic surprise, deter conflict and identify opportunities. The kickoff meeting for the DWWG was held Oct. 18 and sub working groups launched in November.

Objective 1.2: Operate as One Team

DIA is establishing Integrated Defense Intelligence Officer and Defense Intelligence Integration Officer (DIO/DIIO) working groups to develop, implement and refine joint and inter-agency collection and analysis strategies that focus on priority geographic and transnational areas and functions. The DIOs will work closely with the Director of National Intelligence's national intelligence managers to ensure alignment with national intelligence priorities and direction.

DIA is hosting a warning conference June 5, 2012, to focus dialogue on how we prevent strategic surprise on foreign military and defense-related matters. Discussion will challenge us to define and embrace warning methodology and risk as inherent in analysis, because DIA relevance to stakeholders stems from its ability to consistently and successfully prevent strategic surprise.

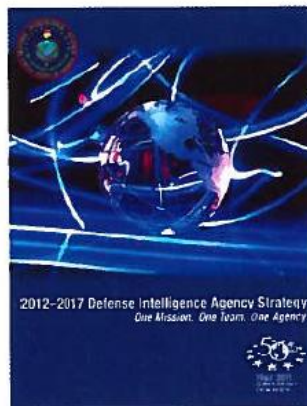
Goal 2: Strengthen Core Mission Capabilities

Objective 2.2: Shape the Workforce

As part of strategy goal two, DIA moved toward centralized hiring this fall, taking the first steps toward centralized planning and decision-making with decentralized implementation. This new effort increases the agency's ability to forecast and fill broad agency manning, implement targeted training, and launch career development to build an officer corps to manage requirements in an uncertain and complex future.

As a combat support agency, DIA established military management boards at the agency and directorate level to address issues affecting military members and programs at DIA such as manning levels, specific military occupational specialty/branch/service requirements and schooling, personnel evaluations and awards, promotions, and other military personnel related issues.

On Sept. 26, 2011, the Directorate for Human Capital launched the agency's new on-boarding orientation program



called Touchstone. The program intends to create a culture and climate supporting the DIA Strategic Plan. New DIA officers receive indoctrination to a strategy- and mission-driven culture, as well as experience cross-functional collaboration to further agency goals and objectives.

Goal 3: Partner and Innovate to Gain Advantage

Objective 3.1: Combine Forces

DIA hosted a conference Dec. 1, "U.S. Interagency Intelligence Partnerships Supporting Future Military Contingencies," that advanced dialogue on best practices the defense intelligence enterprise should continue, along with new initiatives. In partnership with fellow U.S. Government agencies, these practices will prepare our nation for future military contingencies during this era of persistent international conflict, increasing mission requirements and unprecedented fiscal constraints.

Objective 3.3: Process Drives Technology

In August 2011 DIA established the Innovation Advisory Board (IAB) to ensure future science and technology, and research and development solutions and services enable access to necessary levels of information, as well as improve timeliness, quality, agility and information sharing required for DIA's current and future missions. The IAB has three primary functions: to ensure visibility into innovation projects across the agency; identify and expand partnerships with the private, public and international communities; and provide recommendations to the DIA deputy director for decisions on

resourcing for science and technology, and research and development innovations.

Goal 4: Optimize Performance Relevance

Objective 4.1: Sustain Strategy Discipline

On Sept. 22 the Mission Integration Office (MIO) launched the Strategic Action Working Group (SAWG), comprised of strategic planners from directorates and special offices. This group grew out of strategy focus groups that met over an eight-month period to develop and plan implementation of the new 2012-2017 DIA Strategy. The SAWG will ensure representatives remain involved in transparent development and implementation of an agency performance management system that will track progress in meeting 12 strategic

objectives. Attendance at SAWG meetings is open to all DIA officers.

As DIA enters the strategy execution phase, by law, DIA will establish the Performance Management Advisory Council. This council, comprised of agency seniors, will advise the DIA deputy director regarding performance activities and achievements

An ambitious fast track initiative that DIA will tackle soon is to define requirements for and implement an agency performance management system in fiscal year 2012. This system will intentionally include transparent and flexible performance management practices. The discovery phase of this effort launched in October 2011. The SAWG will ensure representatives remain involved in the development and implementation of an agency performance management system that will track progress in meeting our 12 strategic objectives. 19

Strategic Workforce PLANNING: Building Tomorrow's Workforce TODAY

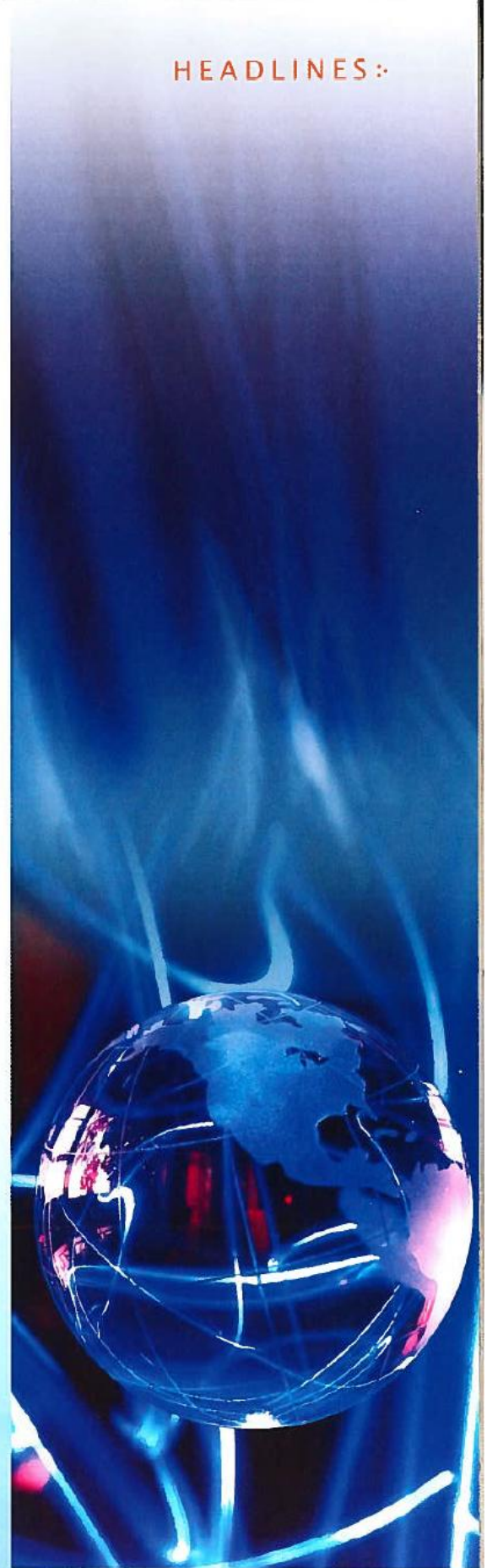
By the HC Strategic Workforce Planning Team, HC

DIA's strategic workforce planning approach will enable the agency to plan effectively for the future.

It took two centuries for the Library of Congress to fill with 29 million books, 2.4 million recordings, 12 million photographs, 4.8 million maps and 57 million manuscripts. Today it takes five minutes to create the equivalent of new digital information.

How will DIA focus its operations to find the needle in an increasingly larger haystack? Will the drawdown of forces in Iraq and Afghanistan, and the instability created by the Arab Spring demonstrations and protests, affect how DIA confronts terrorism?

The answers to these and other questions require the agency to have in place a robust workforce planning initiative to see down the road and make strategic changes today. To strengthen capabilities, the Directorate for Human Capital (HC) initiated a Strategic Workforce Planning (SWFP) process that establishes a consistent baseline, identifies future needs, and provides a repeatable approach for measuring the gaps between current workforce supply and future demands. The goal is to enable each directorate to analyze and forecast the workforce



needed to meet its mission objectives. This process is not dictating force structure, mandating job reductions, imposing a labor mix or forcing organizational restructuring. SWFP helps leadership identify and allocate its resources using strategy to drive planning activities.

What is Strategic Workforce Planning?

SWFP is a leader-driven approach for achieving optimal future workforce profiles. It enables the ongoing realignment between employees and mission requirements to make sure the two are synchronized. Effective planning will help DIA establish and sustain a qualified workforce to fulfill future mission requirements, having the right people in the right place at the right time.

Mission leaders are able to identify the optimal mix of personnel, develop appropriate skill sets, prepare for mission changes, provide informed decisions on recruiting and hiring requirements, create training needs scenarios, plan for retirements, address projected manpower issues and predict requirements. This process will assist agency leaders in building tomorrow's workforce today.

The Approach to Building Tomorrow's Workforce

DIA is using a proven and repeatable SWFP approach that consists of three phases: current allocation, future

allocation and gap analysis.

During the first phase, three-letter offices validate their current workforce allocation and map military billets and contractors to the most similar civilian occupation. A crucial aspect of this phase is to ensure we use a common language to describe the occupational breakout of personnel. To streamline the process, HC developed a mapping tool that allows offices to quickly map each military billet or contractor to a corresponding civilian occupational group and position title.

The second phase consists of anticipating future workforce capacity demands for mission success. To complete this step, each office must answer questions about its future vision and mission and the right mix of occupations to achieve future goals. After strategic discussions, each office then projects its future capacity demands. This year, offices will go through the exercise for fiscal years 2013-2015. To facilitate the completion of this task, HC developed a future allocation tool designed to simplify and expedite data entry. It is delivered to each office pre-populated with data from eZHR and the mapping exercise. Offices then provide the future allocation for each occupational title. The tool also incorporates a requirement from the undersecretary of defense for intelligence to include a risk assessment for each occupational series. This measures the time it takes for issues such

as high attrition or long training pipelines to develop into a mission risk.

The third phase of the SWFP process is taking current and future workforce allocation data and directorate-level, web-based workforce planning reports to create a comprehensive plan. The reports will graphically display gaps between current allocations and desired future allocations, along with other pertinent information to assist in strategically building tomorrow's workforce.

Implementation

The Defense Counterintelligence and HUMINT Center (DX) kicked off the DIA SWFP process in late June. DX leadership and staff attended briefings that described the process benefits and demonstrations of the mapping and allocation tools. Additionally, DX validated and contributed to the development of the interactive online workforce planning reports.

With the success of the SWFP process in DX, HC will continue rolling out the process to other directorates across the agency. HC anticipates this process becoming a yearly update activity to drive DIA's workforce planning. The process will gain additional functionality and, as it develops, increase connectivity to centralized hiring, training, career development and total force management. For more information on SWFP, email HC's Office of Strategy, Plans and Policy (HCS) at SWFP@dodiis.ic.gov.

"Mission leaders are able to identify the optimal mix of personnel, develop appropriate skill sets, prepare for mission changes, provide informed decisions on recruiting and hiring requirements, create training needs scenarios, plan for retirements, address projected manpower issues and predict requirements."



Have you ever walked by something in the building and wondered what it was and where it came from? The Communiqué and History Office staff will highlight a few of the many sites of DIA. If you have one to add to our list — whether at DIA Headquarters or elsewhere — contact Christina Cawley at 202-231-0818.



Torch Bearers Wall

Eight distinguished former employees are honored on the Torch Bearers Wall, located on the second floor between the Tighe lobby and the missile lobby. Inductees distinguished themselves with accomplishments that were clearly identifiable in historical context, changed the direction and scope of defense intelligence operations, or increased the value of activities for national decision-makers or military commanders. New inductees will be added each year.

Tree Grove

The tree grove was dedicated Sept. 30 as part of the agency's 50th Anniversary celebration. It is located on the south lawn of DIA Headquarters and includes 50 trees that represent each year of the agency's commitment to excellence in defense of the nation.

Time Capsule

A time capsule is located at the center of the tree grove. It is marked with a copper plaque and includes a sealed letter from the director, a DIA identification badge, a 50th Anniversary coin and logo, SD cards with videos and photographs of personnel and events, a 50th Anniversary coffee book, and the commemoration video. The Sept. 11 Congressional Resolution and the Congressional Resolution Commemorating DIA's 50th Anniversary, directorate coins, newspapers and a laptop were also included. It will remain sealed for another 50 years so future generations of DIA employees can look back on 100 years of accomplishments.





1961 - 2011

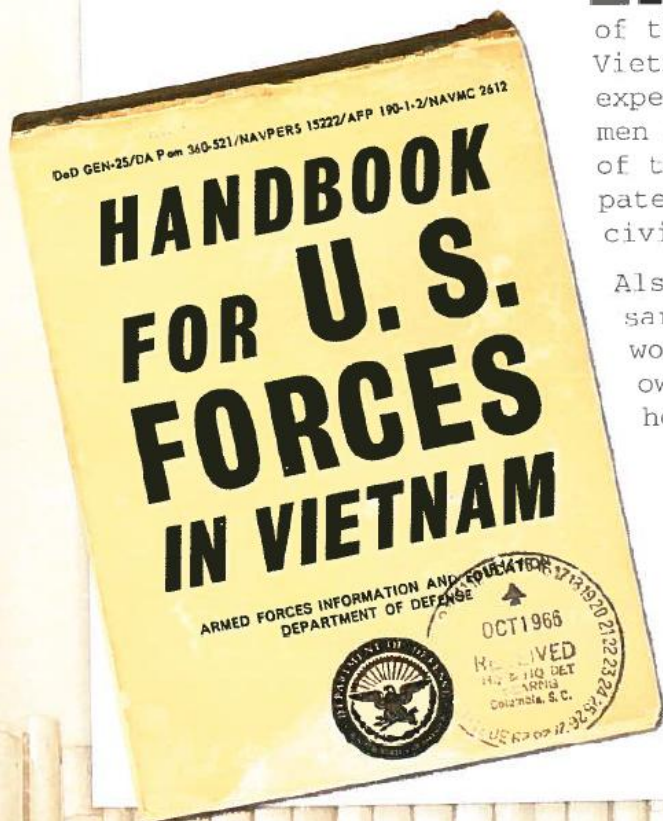
VIETNAM WAR

50TH ANNIVERSARY



In 1961 President John F. Kennedy committed the full backing of the United States to the government of South Vietnam. By 1965 DIA was called upon to offer its expertise in the conflict that resulted. Many DIA men and women served in Vietnam; here we honor some of those current and former employees who participated in the Vietnam War as service members and civilians with photos from their time of service.

Also, as a part of DIA's Vietnam War 50th Anniversary Commemoration, Sen. John McCain spoke to the workforce, highlighting DIA's involvement and his own time in Vietnam. Read more about his visit honoring DIA's Vietnam veterans on Page 26.





◀ **1LT Louis Andre** in 1969 at Mai Loc. His camp was situated in the northern part of I Corps, the follow-on location for the Special Forces presence of the camp at Lang Vei, which was overrun by the North Vietnamese Army (NVA) in 1968. Mai Loc was overrun by the NVA in 1970. Andre served with Detachment A-101, 5th Special Forces Group (Airborne), 1st Special Forces, Republic of Vietnam, 1969-1970. He went on to work at DIA for 27 years, beginning as an entry-level analyst in 1980 and retiring as chief of staff in 2007.

1LT Dan Cronin, center, served as the senior adviser to a division of the Army of the Republic of Vietnam. He and his two non-commissioned officers, pictured here in 1961, composed the adviser team to Vietnamese units, going on operations with them in the Mekong Delta. ▶



◀ **Kevin Culhane** outside of Quang Tri, north of Hue, during the Spring Offensive of 1972. Culhane served at DIA while on active duty and has been a civilian at the agency since 1992.

SN Ted Seigny was assigned to the USS Boston in 1967, the first Atlantic cruiser to go to Vietnam. The Boston and her crew participated in Operation Sea Dragon and provided almost daily gunfire support to allied forces operating along the Vietnamese coast. ▶



CPT Charlie Murphy served 18 months of combat from 1969 to 1970 with a Vietnamese battalion in the Mekong Delta. During that time he participated in the March 1970 Cambodia invasion and received multiple awards for his actions.



◀ **CPT Larry Beach** was assigned to Military Assistance Command Vietnam as an adviser to the Regional Forces for the South Vietnam Army in Kien Hoa Province in the Mekong Delta in 1968.

He ran short one- to three-day operations, losing count of the number of operations at 85.



T. Segivny, SN

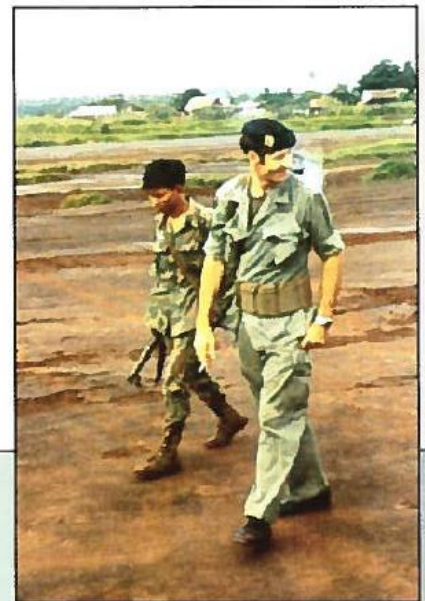


◀ **Dan Eubanks** arrived in Saigon in 1971 as a petty officer second class. He was assigned to the commander of naval forces in Vietnam's Public Affairs Office where his major duties were to support and photograph the naval forces in country – one of the best duties he pulled in his Navy career. Every day was different, from covering ADM Elmo Zumwalt's last tour as chief of naval operations to Navy SEAL operations to Operation Helping Hand.

Eubanks covered stories from the Mekong Delta to close to the 17th parallel border. He even covered the 1972 Bob Hope USO tour when he was in Da Nang and near Saigon. When hostilities ended with North Vietnam, Eubanks went to Clark Air Force Base in the Philippines to document returning prisoners of war on their way home to the U.S.



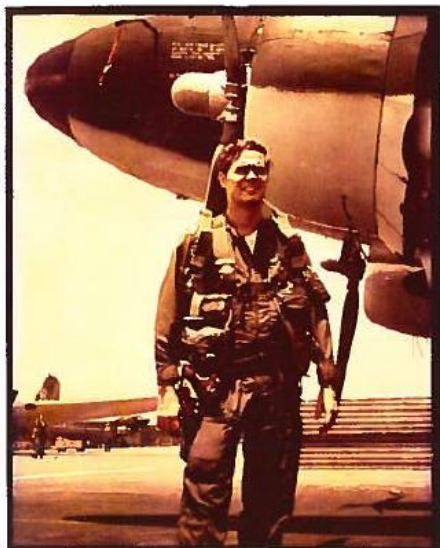
▲ Soldiers from the 9th Infantry Division fighting the mud in the Mekong River estuary where operations were often undertaken. After being in the mud for only a few minutes, soldiers had to remove their clothes to check for leeches – which were almost always attached to the body – get them off, then wash out their clothing and equipment to check for remaining critters, then proceed on the mission. Operations in the area required repeated crossing of canals and waterways, which were almost always muddy on the banks.



▲ **CPT Patrick Hughes** returns from a mission accompanied by a member of the Long Khanh Provincial Reconnaissance Unit (PRU). Hughes ate, slept, traveled and associated with the Vietnamese during his last tour in Vietnam 1971–1972. CPT Hughes went on to become LTG Hughes, director of DIA from 1996 to 1999.



▲ **2LT Patrick Hughes** in Vietnam in 1969.



▲ Lt Morrill "Bud" Marston prepares an EC-47 Gooney Bird tactical reconnaissance aircraft for a seven-hour mission to monitor, locate and track North Vietnamese Army and Viet Cong radio transmissions. Marston was a pilot with the 362nd Tactical Electronics Warfare Squadron, 3rd Tactical Fighter Wing, Da Nang Airbase, Vietnam, 1971-1972.

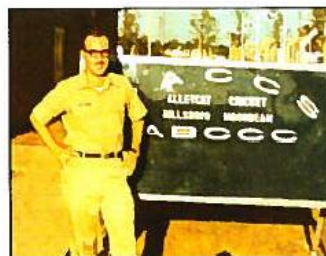
1LT James "Mick" McDevitt lays on a stretcher after being wounded in Rung Sat Special Zone March 5, 1965. His boss, CPT Akin, is seen kneeling/standing in a Punji stake pit. ►



▲ MAJ Mick McDevitt with a montagnard in Kontum province in 1969. Montagnard means "people of the mountains" and refers to an indigenous group generally from the Central Highlands of Vietnam.



◀ 2LT Peter Fox outside of 7th Airborne Command, Control and Communications Squadron headquarters at Udorn Royal Thai Air Force Base, Thailand. From April 1969 to April 1970, Fox flew aboard an EC-130 as an intelligence officer and completed 103 combat missions.



◀ MAJ Lance Burton is awarded a third Bronze Star by MG Albert Milloy, commanding general of Americal Division, in 1970.



LCDR Cyril May Jr. in the gardens of the Vietnamese Imperial Palace southeast of Hue, South Vietnam, in 1972. May was assigned to South Vietnam from 1972-1973, first as an intelligence officer then as a naval liaison officer in Hue. May was the naval intelligence adviser to the South Vietnamese Navy for the five northern coastal provinces. He drove more than 10,000 miles during his tour and felt privileged to work with many South Vietnamese. ►





In 1970 **1LT Don Washington** served as a senior adviser to Mobile Advisory Team IV-130 and later as assistant senior management adviser in Dinh Tuong Province, Republic of Vietnam. There he advised his Vietnamese counterparts in troop deployment methods and infantry tactics while conducting combat operations, which greatly increased the ability of the Regional and Popular forces units, People's Self-Defense Forces and rural Development Cadre to defend their villages.



▲ **Alexander "Wojo" Wojciki**, center, served as an adviser in II Corps in 1972 and participated in the Battle of Kontum (Easter Offensive). He later co-authored and consulted on the book "Special Forces: The First 50 Years," available in the Hughes Library.



▲ **A1C Lee Wright**, right, did two stints in Vietnam as a young airman, serving in late 1964 at Cam Ranh Bay with an element of the 36th TAC Fight Wing and a tour in 1966 at Phan Rang Air Base with the 366th Combat Support Group.

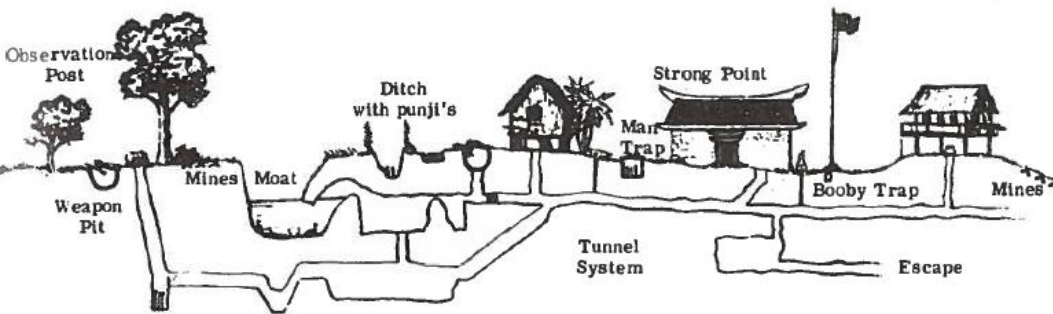
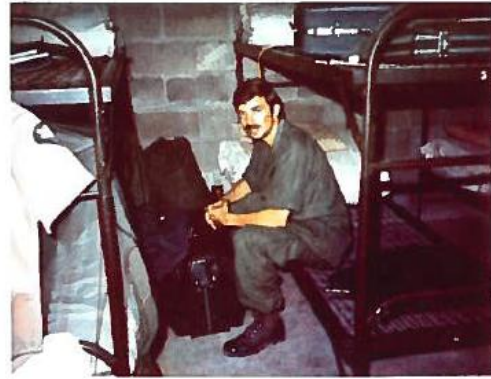


◀ **PFC David Holmes** was based at Eien Hoa in Vietnam in 1970. Holmes was injured at a firebase near the Cambodian border and was later awarded the Army Commendation Medal with V Device and the Purple Heart.





In 1973 the Paris Peace Accords were signed, resulting in the exit of all American soldiers from Vietnam. Here, **Tom Breitsprecher**, aka **B+12**, awaits transport in the replacement battalion barracks at Camp Alpha in Saigon. ▶



◀ A diagram of a typical Viet Cong fortified village noting an extensive tunnel system, from the 1966 Handbook for U.S. Forces in Vietnam.



Decorated U.S. naval aviator and honored Vietnam veteran Sen. John McCain visited the DIA Headquarters Nov. 4 to recognize and thank DIA veterans for the historic role they played in the fight and close of the Vietnam War. To read more about his visit, go to Page 26.

1968: One Marine's Story

By Dr. Michael B. Petersen, CP

2LT Bill Tehan remembers that the 2nd Battalion, 3rd Marine Regiment (2/3) was known as "Rent-a-Battalion" because it was always being assigned to so many different tasks under so many different commands. Tehan arrived in Vietnam in December 1967 and took command of 3rd Platoon, Echo Company of 2/3. When he joined the unit, it was assigned to patrol the area just south of the city of Da Nang on South Vietnam's coast, about 100 miles from the demilitarized zone separating North and South Vietnam.

In January 1968 the North Vietnamese Army (NVA) and Viet Cong irregulars began the Tet Offensive against key sites across South Vietnam, and Tehan, barely two months into his tour, was squarely in the middle of it. Tehan's battalion fought a week-long running gun battle with NVA forces outside Da Nang and eventually turned them aside before being moved north to reinforce the Marines in the city of Hue. Over the next four weeks, Tehan's men fought a brutal, grinding and ultimately successful battle against well-entrenched NVA forces in the city of Hue, during which Tehan himself was wounded by a grenade. The 22-year-old survived – and flourished – in his baptism by fire.

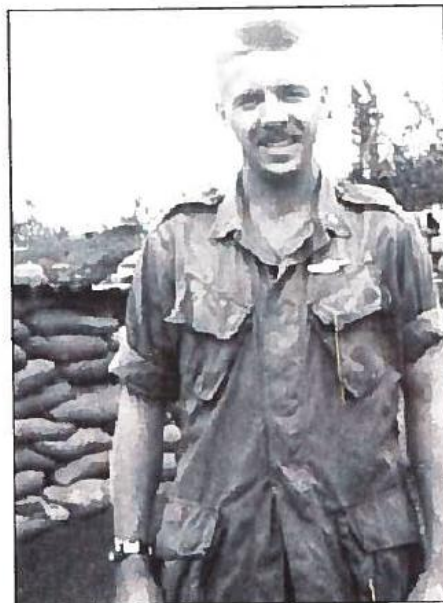
In the spring of 1968, Tehan's Rent-a-Battalion found itself near Khe Sanh, a Marine combat base atop a plateau in the far northwest part of South Vietnam, not far from the demilitarized zone and the border with Laos. That January, the NVA had surrounded Khe

Sanh and began a 76-day siege of the base. The 2/3 Marines arrived in the Khe Sanh area in March, where they fought for a month to help relieve the pressure on the base. By April combat in what was to be one of the epic battles of the Vietnam War was just beginning to ease slightly, though most of the Marines who patrolled the hills and forest around Khe Sanh probably did not know it or feel that way. Sharp firefights and heavy casualties would continue throughout the summer.

In April the Marines at Khe Sanh began clearing NVA regulars out of the hills around the combat base. On one of those hills, Hill 580, about 1.5 miles south of Khe Sanh, another company of Marines suffered a brutal firefight during which 31 men were killed. Two days later, Tehan's company, Echo Company of 2/3, was ordered to recover their bodies.

"We started drawing artillery fire almost as soon as we got there," he remembers. Some 1,500 NVA soldiers, many of whom had hidden themselves in bunkers inside the Marines' position, attacked the 400 Marines on Hill 580. The fighting lasted all day and throughout the night. It was fierce and often at close range. Echo Company's Marines had to fight off NVA troops attacking up the hill while sweeping their own position to clear the North Vietnamese out of the bunkers in their midst.

At sunrise, armed only with a .45 caliber pistol, Tehan found himself outside the entrance



2LT Bill Tehan arrived in Vietnam in December 1967 and found himself squarely in the middle of the Tet Offensive in January 1968. After several injuries and a year of fighting, he went home in December 1968, but returned to Vietnam in 1971 as a ground combat intelligence officer. This is the only picture of Tehan from his time in Vietnam because he was mistakenly declared dead after being shot in the head and most of his personal effects were thrown away.

to one of these bunkers. When another Marine tossed in a grenade, a North Vietnamese soldier charged out of the entrance almost squarely into Bill Tehan. Tehan shot him, but the NVA soldier's hand squeezed the trigger of his assault rifle, spraying a fusillade of bullets at Tehan. One of the bullets struck the trigger guard of his .45, jamming the metal against his index finger and making it impossible to fire. Another struck him in the right temple, just below his eye. It severed his temporal artery, penetrated his skull,

spun around inside his head, and exited the back of his skull. As Tehan fell backward, blood arcing from his artery, a second NVA soldier emerged and leveled his gun at the stricken Marine, who tried to shoot his assailant, but his damaged pistol would not fire. Another Marine killed the second NVA soldier before he could fire.

A corpsman temporarily stemmed the bleeding, but Tehan was still in mortal danger. U.S. helicopters were in the process of arriving on Hill 580 when he was shot, and he was immediately evacuated.

"If I had been shot just 10 minutes earlier, I probably would have bled to death," he recalled. Tehan passed out in the helicopter and remained unconscious for two days, receiving 26 pints of blood before his condition stabilized. His first memory was of regaining consciousness was of a Catholic priest giving him his last rites.

Tehan spent a month in hospitals in Dong Ha, Da Nang, and off-shore. He was in Phu Bai, awaiting his orders to return to the U.S. for further treatment, when 2-3 found itself in heavy fighting against more NVA troops at the Sanh. One company commander was killed and another badly wounded. Their platoon lieutenants had little combat experience, so 2/3's battalion commander called Tehan and asked if he could take command of a company. One month after he had been shot in the head, with bullet fragments still lodged in his skull, Tehan agreed, and took command of 2nd company. Days after assuming command, his orders to the U.S. came through, but Tehan was now a decorated fighter in command of a Marine rifle company and would direct to

leave his men. "I flipped up my orders and we had an orange Kool-Aid and rum on that one," he remembered.

Tehan commanded Golf company through the summer and into fall, leading it through combat operations in the Sanh and throughout the demilitarized zone. In late October 1968, he was wounded by artillery fire in the demilitarized zone, but returned after a short time to work as the battalion's assistant operations officer for the rest of his tour. Tehan left Vietnam for "The World" in December, but would return in 1971 as a ground combat intelligence officer.

But what was it in 1968 that brought him back into the line before he was fully recovered from such a horrendous injury? Like most combat soldiers, Tehan believed in his country's cause, but what motivated him to rejoin his men was deeper than patriotism. Tehan went back into harm's way when he could have left for the safety of U.S. shores for the same reasons U.S. Marines pushed forward off the beaches of Iwo Jima and U.S. Army soldiers refused to break at Bastogne: He fought for his men, his brothers in arms, with whom he shared a deep and profound bond.

"There was a closeness or camaraderie, esprit that I still feel today," he recalled years later. "My wife and my children are the closest people I have on the Earth. In some ways, I was close or closer to some of those Marines as I am to my family."

Between March 1968 and the end of October 1968, they lived and slept in buddy holes, and shared stretches of utter boredom punctuated by days of sheer terror. They carried their worldly possessions on their backs, ate C-rations in the dark, and endured an experience beyond anything that anyone who has not seen combat will ever know. It was his duty; their duty. And they bore it bravely and proudly for each other.

Editor's note: Bill Tehan is chief of the Intelligence Collection Management Training Branch (HCL-5C).

"If I had been shot just 10 minutes earlier, I probably would have bled to death."

Commemorating Vietnam: Sen. John McCain Thanks DIA Workforce

By Christine D. Wolfe, CP

Decorated U.S. naval aviator and honored Vietnam veteran Sen. John McCain addressed an overflow crowd in the Tighe Auditorium Nov. 4, as he recognized and thanked the agency and its veterans for the historic role they played in the fight and close of the Vietnam War.

Gathered to observe the passage of 50 years since the beginning of U.S. military involvement in Vietnam, DIA Director LTG Ronald Burgess delivered opening remarks to a standing-room-only audience that included notable guests Director of National Intelligence James Clapper, and former DIA Directors retired LTG Patrick Hughes and LTG James Williams. There were a number of Vietnam veterans in attendance - both current and former employees - many of whom participated in a captivating video tribute that was shown during the event. Employees watched the program from corridors and break rooms around the building and via video teleconference from around the world.

Asking Vietnam veterans in the audience to stand, LTG Burgess thanked them, saying "your service and sacrifices for our nation during Vietnam and beyond are inspirational." LTG Burgess also brought attention



DIA Director LTG Ronald Burgess welcomes Sen. John McCain to the podium to speak during DIA's Vietnam War 50th Anniversary Commemoration. Photo by SSgt Schelli Jones, CP

to the final days of the evacuation of Saigon, when on April 4, 1975, a C-5 transport plane carrying the first flight of Vietnamese orphans out of the country during Operation Babylift crashed in a rice paddy.

"This agency saw selfless sacrifice," he said, recounting that among the casualties were five DIA civilian employees charged with caring for the

children on that flight, the single largest loss of agency personnel until 9/11.

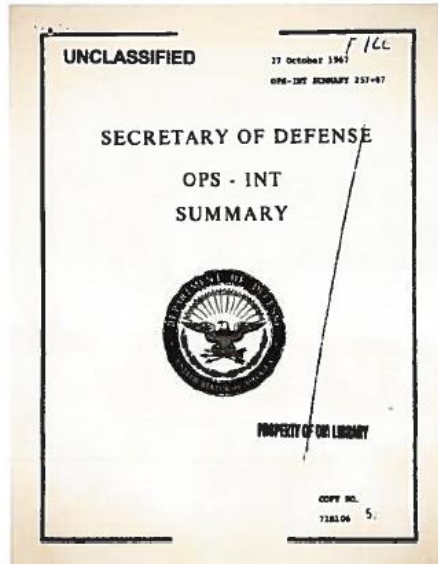
In his remarks, McCain thanked LTG Burgess for the outstanding job he is doing leading DIA and the agency's workforce worldwide. "I only wish that more of Americans could see for themselves the full extent of the remarkable job that you do every single day for them."

"I only wish that more of Americans could see for themselves the full extent of the remarkable job that you do every single day for them."

McCain recalled that it was just over 50 years ago that the ink was barely dry on Defense Secretary Robert McNamara's order to establish DIA before the organization found itself on the front lines in Vietnam. Later as President Kennedy began the gradual escalation of Americans involved in that war, DIA not only made its mark and distinguished itself, but it also set the high standard of service that DIA would continue to meet over the decades through the Cuban Missile Crisis, the Six Day War, Operation Desert Storm, the War on Terror and many other historic events that impacted our vital national security interests.

"This is the same standard of service that all of you continue to live up to today," McCain said. "This is a special year for DIA as you mark your 50th anniversary. Of all the agencies of our government, DIA can truly say that it was born fighting."

McCain told both veterans and DIA civilians in the audience that regardless of the uniform they choose to wear, the unit



or branch or service of choice, or the work accomplished as a DIA employee, their service and everything they have given to continue their service, "it's worth it - it's always worth it," said McCain. "There's no higher honor than to serve a just cause greater than your own self interests. And for those of you who walked away from a confusing, painful and emotional experience of your time in Vietnam, you never-the-less chose to remain faithful

to the cause of our nation and all who serve it. I commend you."

At the conclusion of his remarks, McCain received the DIA Director's Award, which was presented by LTG Burgess, DNI Clapper, LTG Williams and LTG Hughes.

This declassified DIA report from Oct. 27, 1967, was given by LTG Burgess to Sen. McCain during the agency's Vietnam War 50th Anniversary Commemoration. This document contains intelligence reporting of McCain's U.S. Navy A-4E being downed by surface-to-air-missiles southwest of Hanoi. Also included in the booklet is a memo to President Lyndon Johnson citing this loss.

McCain was also given the declassified DIA Operational Intelligence report from Oct. 27, 1967, which cited his Navy A-4E as downed by surface-to-air missiles southwest of Hanoi, and DIA's 50th Anniversary Illustrated History Book.

During the event, a video tribute to DIA's Vietnam veterans was shown. To view that video, or a video of the event, visit the InterComm page on JWICS and search "McCain" for this article. 📺



Then-LCDR McCain served as a pilot during the Vietnam War on the USS Forrestal and the USS Oriskany. McCain was shot down during a bombing mission Oct. 26, 1967, and was a prisoner-of-war until 1973.

I spy with my little eye something ... in high definition.

DIA Day at Nationals Park drew nearly 1,200 employees Sept. 24, in celebration of the agency's 50th anniversary. The bottom picture has been altered. The differences are subtle; can you spot all 10 changes? The answers will run in the Jan. 27 InterComm.

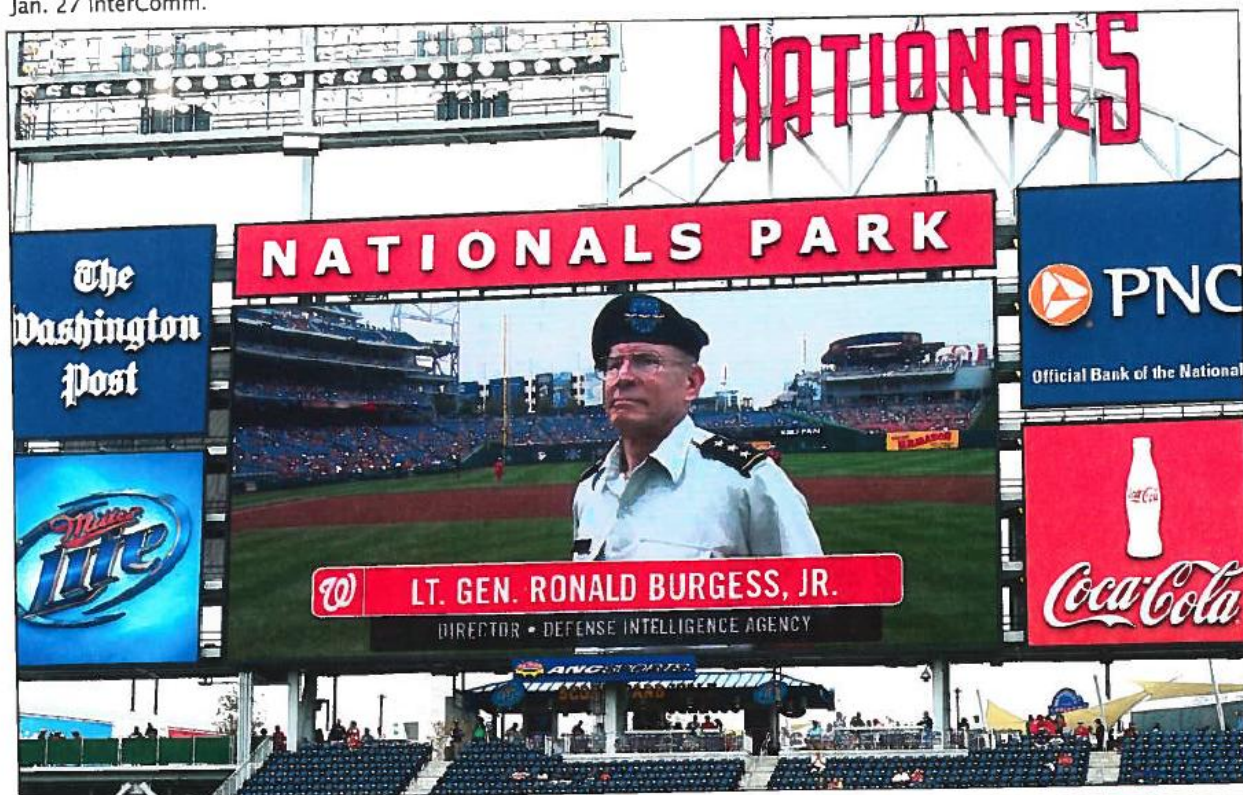
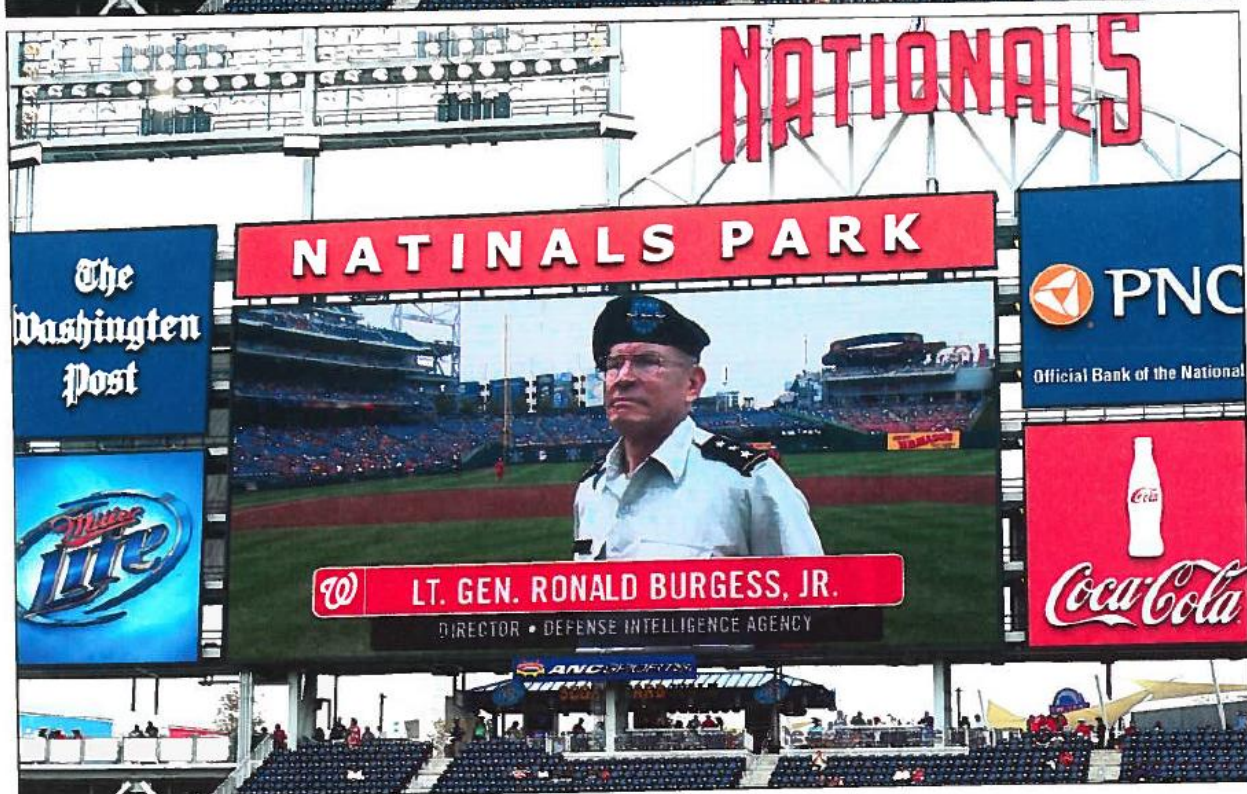


Photo by SSgt Schell Jones, CP





on the HORIZON

events for JANUARY & FEBRUARY 2012

JANUARY

National Blood Donor Month

Jan. 1 New Year's Day
(observed Jan. 2)

Jan. 5 Intelligence Community Communicators Meeting, NGA

Jan. 11 Director's 41st Annual Honorary Awards Ceremony, Tighe Auditorium, 11 a.m.

Jan. 11 Lunch and Learn with CP, N-473, 12:30 p.m.

Jan. 16 Martin Luther King Jr. Day



Jan. 23-27 Joint Intelligence Support to Irregular Warfare Course

Jan. 23 Chinese New Year

Jan. 26 Defense Acquisition Workforce Improvement Act Conference, DIA Headquarters

Jan. 28 Fun at Work Day

Jan. 31 Senate Select Committee on Intelligence Worldwide Threat Open Hearing, Capitol Hill

FEBRUARY

African-American History Month

Feb. 2 Groundhog Day



Feb. 2 House Permanent Select Committee on Intelligence Hearing on Annual Threat Assessment, Capitol Hill

Feb. 5 Super Bowl Sunday

Feb. 14 Valentine's Day

Feb. 17 Random Acts of Kindness Day

Feb. 20 Washington's Birthday

Feb. 29 Leap Day



For further information or updates concerning these events, please refer to the Internal Communications website.



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contribution.**

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